



Miami-Dade Water and Sewer Department

Departmental Quarterly Performance Report

**Reporting Period:
FY 03-04
Fourth Quarter**

I. Performance Initiatives	Page 2
II. Personnel Status	Page 20
III. Financial Performance	Page 21
IV. Department Director Review	Page 23

MAJOR PERFORMANCE INITIATIVES

Describe Key Initiatives and Status

Check all that apply

Goal: Promote responsible stewardship of natural resources and unique community environments

Outcome NU 3-1: Continuing supplies of quality drinking water to meet demand.

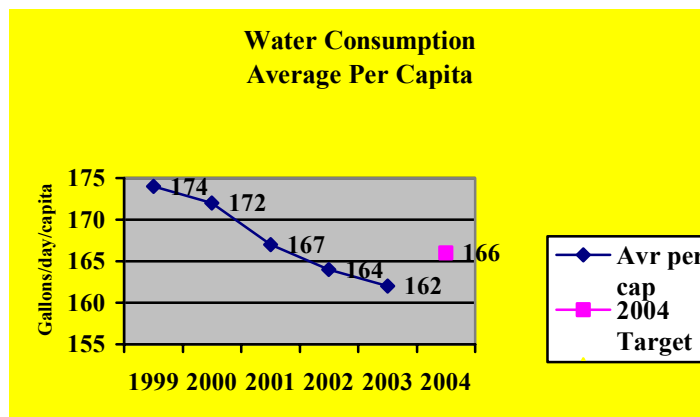
Performance Measures:

- **Increase the number of acres of land purchased per year in Northwest Wellfield.**

Report: MDWASD entered into negotiations to acquire additional 10 acres. A total of 85 acres of state land have been purchased this fiscal year.

- **Average per capita water use per year.**

Report: Average per capita is calculated on an annual basis. Continue to implement the leak detection program. The Leak Detection Unit has identified 2,443,765,362 gallons lost during the 4th Quarter of FY 04, bringing the total lost during the current fiscal year to 12,185,104,255 gallons.



- **Completion of the design of the Northwest Wellfield ASR.**

Report: This goal was completed before 03-31-04. The program is considerably beyond that activity, having already completed the next task which includes the request to the Department of Procurement Management (DPM) for the consultant selection. The request was sent to the Department of Procurement (DOP) for consultant selection. Consultant selection has not been finalized

- **Complete procurement of a consultant for Phase 1 of an Integrated Water Resources Plan (IWRP).**

Report: On May 7th 2004, MDWASD applied for a consolidated water use permit from the South Florida Water Management District (SFWMD) to the year 2025. Additionally, MDWASD has retained the services of CDM to develop an initial plan for a long term water supply project. On August 25th, 2004, MDWASD and CDM met with the SFWMD to present the proposed long-term plan developed by CDM. The SFWMD has recommended that the proposed project be addressed as part of the development of the Lower East Coast Regional Water Supply Plan, which is anticipated to be completed by December 2005.

☐ Strategic Plan
☒ **Business Plan**
☐ Budgeted Priorities
☐ Customer Service
☐ ECC Project
☐ Workforce Dev.
☐ Audit Response
☐ Other _____
 (Describe)

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DRAFT

Department Name: Miami-Dade Water and Sewer Department

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Goal: Promote responsible stewardship of natural resources and unique community environments

Outcome NU 3-2 : Restoration of County construction project site areas to original conditions in a timely manner.

Performance Measures:

- **Percent of sites restored to original conditions within the average contract time.**

Report: 100% of the sites were restored to original conditions within the contract time.

Strategic Plan
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(Describe)

Departmental Quarterly Performance Report

DRAFT

Department Name: Miami-Dade Water and Sewer Department

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Goal: Provide timely and reliable public infrastructure services including road maintenance, storm water, solid waste and wastewater management, and safe and clean water delivery system consistent with the Comprehensive Development Master Plan.

Outcome NU 6-2: Reduction in sewage overflows and provision of Sewage systems to unconnected commercial corridors; protection of water quality and improved water pressure.

Performance Measures:

- **Prioritize water improvements.**

Report: The Program Manager (PM), Earth Tech (ET), held 27 meetings with MDWASD, 20 meetings with the Design Consultants, and 3 other miscellaneous meetings. There was one meeting with Commission District 2 to discuss property procurement and EPA funding and another meeting with District 11 staff to discuss a Parks project. There were 11 projects in design (1 sewer, 10 water), 3 of which were new, 1 in dry-run permitting, and 5 are ready to pull final permits for In-House Construction (all water projects). There are 4 projects in contract procurement. There are 6 projects in the construction phase; 1 project (sewer system) currently in construction with FDOT (JPA) and 5 projects (water) are with MDWASD Water Distribution for In-House construction (3 in construction). 2 projects are in the closeout process (1 water and 1 sewer). One project is also used for relocation of fire hydrants as requested. There are 4 projects pending approval by the Commissioner (1 sewer and 3 water), 2 projects in negotiation of proposal (1 water and 1 sewer) pending submittal to MDWASD for approval, and 3 projects at MDWASD pending authorization (all water).

- **Percent of primary distribution system at least 35 lbs/psi.**

Report: One hundred per cent of primary distribution system tested at more than 35 lbs/psi.

- **Percent compliance with drinking water standards.**

Report: One hundred percent compliance as of 9/30/2004.

- **Percent completion for awarding the implementation contract for EAMS system by Sept. 05.**

Report: This is Phase I of a County wide project. WASD is working with other departments in a 10 month engagement. The results are anticipated to be available at the end of 2004.

- **Develop implementation plan for the water and wastewater facilities master plans.**

Report: A comprehensive capital expenditure implementation plan and schedule was completed in May 2004. The Plan is being currently revised based on the FY 05 budget and pending the results of General Obligation Bond.

- **Number of tasks completed to enhance the SCADA system for improved functionality.**

Report: Completed the automation programming and displays for PS155 System Storage Pilot Project. Upgraded 62 Pump Station SCADA radio's for improved remote diagnostics capabilities.

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- **Number of GIS layers created for engineering projects.**

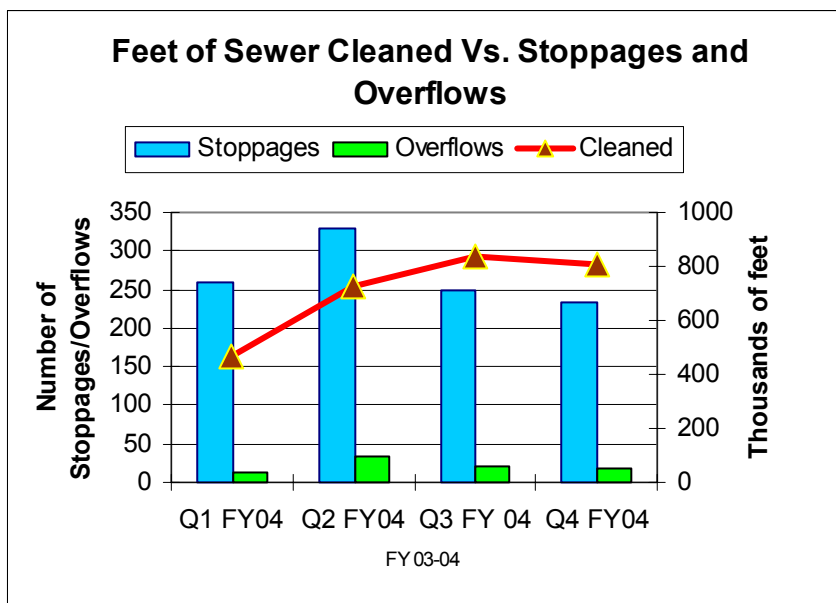
Report: Two layers exists: Pipelines and Device (Pump or plants). To date GIS has Recorded 176 pipelines projects and 154 device projects in those layers.

- **Pursue adequate funding for water and wastewater projects.**

Report: The Department continues to pursue adequate funding for water and wastewater projects. Working with the EPA to obtain approval for projects for projects included in a \$4 million dollar grant. Requested reimbursement from DEP for SRF loans. Requested reimbursement from Florida Enterprise for a \$150, 000 grant.

- **Number of tasks maintained to reduce sewage overflows.**

Report: Routine system cleaning; accelerated cleaning cycle in area identified with repetitive blockages; emergency response cleaning.



- **Number of tasks implemented to maintain 1 hour response time to sewage overflows.**

Report: On call personnel in three (3) different areas of the County to reduce overall emergency response time; Second shift in three (3) different areas of the County to expand normal working hours and provide first response trouble investigation; Reinforced written emergency response protocol in order to strengthen and prioritize all unscheduled maintenance activities.

- **Number of tasks completed to provide customers with information on cost of connecting to the sewer system.**

Report: A story regarding the cost of connecting to the County sewer system was published in The Pipeline, the customer quarterly newsletter that goes out to more than 400,000 homes in Miami-Dade County. Staff is working on a fact sheet regarding the cost and procedures for connecting to the sewer system.

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Outcome NU 6-3: Improved public infrastructure level-of-service standards and policies.

Performance Measures:

- **Number of industry meetings per year.**
Report: Attended 4 meetings: 2 meetings with Sunshine One-Call and 2 Industry Meetings.
- **Complete customer survey.**
Report: The customer survey has been completed.
- **Develop an action plan based on the results of the customer survey.**
Report: The Customer Service Survey Committee determined new services and programs that should be implemented based on the results of the survey. Examples include more education on the causes of odors and tastes through inserts; random calls backs for service and relations; an "excessive use policy" to help improve bill adjustments for hidden or underground leaks. A new survey will be done in FY 06.
- **Percent completion of evaluation of existing impact fee structure and implement if necessary.**
Report: Task order has been issued and final report and recommendations are expected by May 2005.
- **Propose revisions to the Department Rules and Regulations, based on the activities of the Infill Committee**
Report: Meetings of the infill committee have continued. Language to amend Rules and Regulations was developed and submitted to the Board of County Commissioners for review and ultimate adoption.
- **Participate in Federal and State organizations and rule making processes**
Report: Submitted comments to EPA on the following propositions: Long Term 2 Enhances Surface Water Treatment Rule. Stage 2 Disinfection Byproduct Rule. NPDES Permit Requirements for Municipal wastewater Treatment Discharges during wet weather conditions. Comprehensive Procurement Guideline for procurement of products containing recovered material.

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Departmental Quarterly Performance Report

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Department Name: Miami-Dade Water and Sewer Department

Reporting Period: FY 03-04, Fourth Quarter

Goal: Create a more business-friendly environment in Miami-Dade County

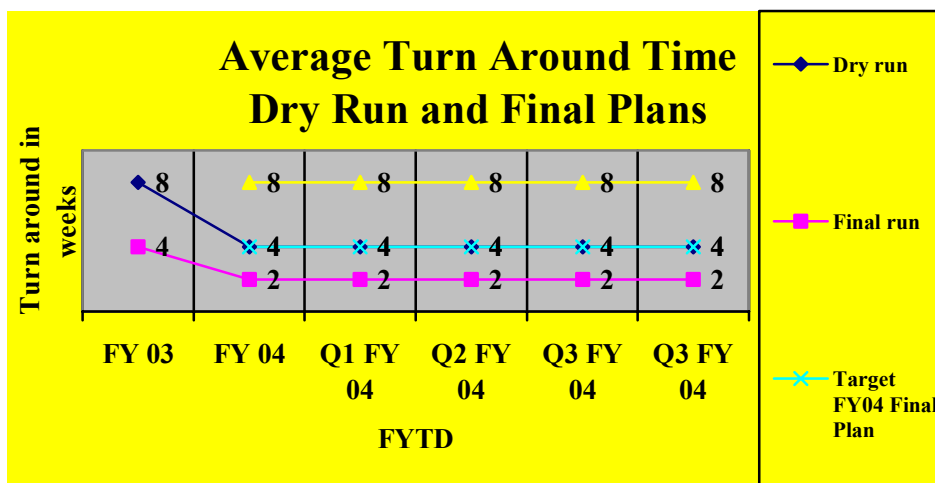
Outcome ED 4-1: Improved infrastructure and redevelopment to attract business to undeserved and distressed areas (priority outcome)

Performance Measures:

- **Number of weeks for average turn around time for dry and final runs**

Report: 203 dry runs processed. Seven (3%) were over 4 weeks (30 days).

Final plans processed 243. Thirty-seven (15%) were over 2 weeks (14 days).



- **Implement Water and Sewer Needs Assessment.**

Report: During the 4th Quarter, the Program Manager (PM), Earth Tech (ET), held 27 meetings with MDWASD, 20 meetings with the Design Consultants, and three (3) other miscellaneous meetings. There was 1 meeting with Commission District 2 to discuss property procurement and EPA funding and 1 meeting with District 11 staff to discuss a Parks project. There were 11 projects in design (1 sewer, 10 water), 3 of which were new, 1 in dry-run permitting, and 5 are ready to pull final permits for In-House Construction (all water projects). There are 4 projects in contract procurement. There are 6 projects in the construction phase; 1 project (sewer system) currently in construction with FDOT (JPA) and 5 projects (water) are with MDWASD Water Distribution for in-house construction (3 in construction). 2 projects are in the closeout process (1 water and 1 sewer) (preparing as-built drawings, etc.). One project is also used for relocation of fire hydrants as requested. There are 4 projects pending approval by the Commissioner (1 sewer, 3 water), 2 projects in negotiation of proposal (1 water, 1 sewer) pending submittal to MDWASD for approval, and 3 projects at MDWASD pending authorization (all water).

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Goal: Enable County departments and their service partners to deliver quality customer service

Outcome ES 1-1: Clearly defined performance expectations and standards (priority outcome)

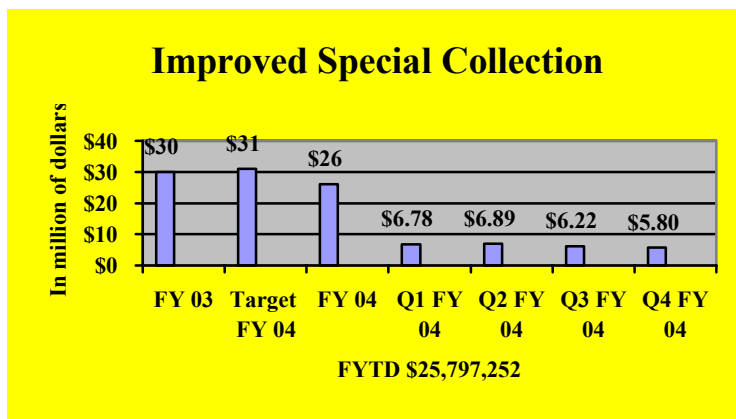
Performance Measures:

- **Average call wait time in minutes.**

Report: Due to delay in implementing the monitoring equipment, the performance measure cannot be calculated at this time.

- **Improve special collections in million of dollars**

Report: This quarter, \$5,899,281 was collected from the Collection Branch. The total collected this Fiscal Year is \$25,797,252.



- **Meter reading routes read within the scheduled reading window.**

Report: 100 percent of the scheduled meters reading routes were read within the reading window.

- **Percent of same-day response to orders for connects, disconnects and reconnects.**

Report: 100 percent of same-day response to orders for connects, disconnects and reconnects.

- **Increase number of documents (as-builds and contracts) available on the network for internal customer use.**

Report: The project charter has been drafted and initial reviews completed. All input has been incorporated into what is expected to be the "final draft". Final approval of the charter is pending on review by the Assistant Director of Administration. Membership in the steering committee has been solicited from all divisions. The implementation phase of the project can commence when both the charter and steering committee has been solidified.

- **Increase the number of POWER/Efficiency projects to achieve operational savings.**

Report: This fiscal year, 12 new efficiency projects were added and reported efficiency savings reported was \$ 4,795,177. Employee suggestions continue to provide savings and be recognized at the Department and County level through the Employee Suggestion Program.

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- **Complete development of performance measures for Memorandum Of Understanding for gain sharing.**

Report: Performance measures and targets were developed in collaboration with OSMB for FY 03-04. The MOU was approved by the Board of County Commissioners on July 27, 2004. The financial target and performance measures are being monitored and reported on a quarterly basis. The MOU is being evaluated to determine what changes are required next fiscal year.

Goal: Ensure the timely acquisition of “best value” goods and services while maintaining integrity and inclusion

Outcome ES 3-1: Streamlined and responsive procurement process (priority outcome)

Performance Measures:

- **Percent reduction of expired contracts**

Report: The MIS interactive database project has been completed MDWASD is still working with DPM, at 180 days out, to ensure contracts are in place. Many contracts are held up by legal issues and not being implemented timely. MDWASD is also securing temporary Bid Waivers, for time and money, for contracts channeled through Competition Advocates Office.

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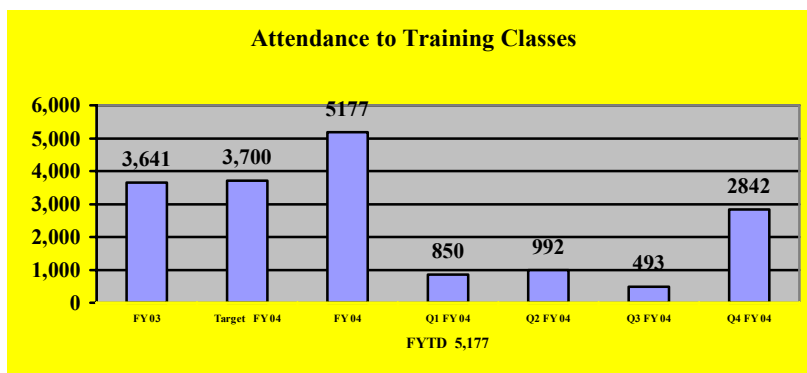
Goal: Attract, develop and retain an effective, diverse and dedicated team of employees

Outcome ES 5-4: Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem solving technology, etc. (priority outcome)

Performance Measures:

- **Cumulative number of employees who have received training, through all training delivery methods.**

Report: All MDWASD employees have attended mandatory and/or other elective classes. For the 4th quarter, 2,842 employees attended training classes. MDWASD employees attended 5,177 classes this fiscal year.



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Reporting Period: FY 03-04, Fourth Quarter

<p>Goal: Plan, construct and maintain well-designed MDWASD facilities in a timely manner to meet the needs of MDWASD (priority outcome)</p> <p>Outcome ES 6-1 thru ES 6-4:</p> <ul style="list-style-type: none"> • Safe convenient and accessible facilities planned and built ready to meet needs • Facilities aesthetically pleasing to the community • Worker-friendly and worker-functional facilities • Well-maintained facilities <p>Performance Measures:</p> <ul style="list-style-type: none"> • Average percent completion of facilities projects (current construction, modifications, and upgrades). Report: For the 4th quarter, four percent (4%) of facilities projects were completed. • Percent of facilities inspected to establish work to be done to meet all industry standards. Report: For the 4th quarter, zero percent (0%) of the facilities were inspected; pending hiring of staff. • Percentage of emergency calls responded within 24 hours and planned service calls within 8 days. Report: Sixty per cent (60%) of emergency calls were responded within 24 hours. Fifty percent (50%) of planned service calls were responded within 24 hours. 	<p><i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p>
<p>The Department will continue to implement of a \$ 1 billion wastewater facilities improvement program to satisfy the requirements of two federal consent decrees and two state settlement agreements; additional requirements under decrees and agreements have extended the anticipated completion date to January 2010. Program improvements include upgrade of the wastewater collection, transmission, treatment, and disposal systems.</p> <p>Report: For the 4th quarter, 12 Milestones were completed and 145 for the FY. As of September 30, 2004; a total of 1,537 milestones have been completed. The updated wastewater facilities master plan approved by the BCC on July 22, 2003, expands the capital plan to the year 2020 to \$2 billion.</p>	<p><i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>
<p>Provide subsidy to the City of North Miami Beach to reimburse for water and sewer surcharge, charged by the City to UMSA residents living in single-family homes (not to exceed \$ 786,000).</p> <p>Report: This agreement was sent on December 24, 2002 to NMB City Manager for signature to provide for subsidy to residents in UMSA served by the City of North Miami Beach and has not been signed. Modifications would be necessary to address the creation of City of Miami Gardens.</p>	<p><i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> Business Plan</p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>

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Reporting Period: FY 03-04, Fourth Quarter

Continue to modernize and rehabilitate water and wastewater systems, expand and upgrade water and wastewater treatment facility capacity and infrastructure to meet increasing demands. Improve water treatment process to satisfy new standards, and promote water conservation

Report: MDWASD developed a detail Implementation plan for the combined Water and Wastewater Master Plans. The Implementation plan was submitted to the County Manager. Consultants are developing Peak Flow treatment scenarios as the first step in the process to obtain Environmental Permits. A permit application for Peak Flow Treatment at the CDWWTP has been submitted.

Consultants are working on the schedule and initial planning for the implementation on the Consent Order for the SDWWTP.

Critical force main projects such as the Doral and Country Walk projects continue to be designed and installed. Project NL-E is under construction. Negotiation with the City of Miami continue for the selection of a site for Pump Station CP-A. Design for rehabilitation of PS # 418 is being completed and construction is estimated to start by next spring.

MDWASD through its consultant CDM and staff continues to design the new infrastructure and water plant to serve the southern part of the county. The modifications to the Preston Plant are partly completed and the new enhanced softening process has commenced producing water quality that meets the new Stage 1 Disinfection By-Products standards.

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 (Describe)

Continue connecting park sewers (funding of \$3 million provided by Miami-Dade Water and Sewer Department)

Report:

Review of park projects is ongoing, with reduction or deletion of certain parks.

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The CIO issued a RFP in conjunction with Miami-Dade Aviation and Water and Sewer departments for a new enterprise resource planning (ERP) application.

Report:

The contract negotiations between PeopleSoft/Maximus and the County had been proceeding and nearing completion. A recent court ruling effecting county-wide procurement, suspended contract negotiations. The current direction requires that this project must be re-solicited. A new RFP has been compiled, and it is anticipated that it will be issued by Dec 2004.

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<p>Two horizontal survey crews and one vertical survey crew will be added to the Right-of-Way Division in FY 2003-04, and will be funded by reimbursements from Water and Sewer. These crews will maintain 130 WASD Control Points (Horizontal)</p> <p>Report: On May 28, 2004, the agreement was signed.</p>	<p>___ Strategic Plan</p> <p>___ Business Plan</p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p>___ Customer Service</p> <p>___ Workforce Dev.</p> <p>___ ECC Project</p> <p>___ Audit Response</p> <p>___ Other _____</p> <p>(Describe)</p>
<p>Continue to upgrade wastewater pump stations and transmission mains.</p> <p>Report: A total of 230 additional remedial action plans have been prepared and submitted to the USEPA, per the requirements of Paragraph 16(C)(x) in the First Partial Consent Decree (FPCD). During the last quarter, 1 additional remedial action plan was submitted and one additional remedial action plan was certified to the USEPA. This brings the total certified additional remedial action plans to 201 through September 30, 2004.</p>	<p>___ Strategic Plan</p> <p>___ Business Plan</p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p>___ Customer Service</p> <p>___ Workforce Dev.</p> <p>___ ECC Project</p> <p>___ Audit Response</p> <p>___ Other _____</p> <p>(Describe)</p>
<p>Begin preliminary planning and design for the installation of water distribution and sewage collection systems to service the Perrine-Cutler Ridge business area from SW 168th Street to 184th Street and from SW 97th Avenue to Bus way.</p> <p>Report: On April 20, 2004, ET, Public Works and MDWASD attended meeting with Perrine-Cutler Ridge Council to review the cost breakdown of possible funding of the needed water and sewer improvements in the commercial/business corridor. Two special taxing districts were discussed "water and sewer". Public Works noted that the projected rates would be high. It was unclear if all the affected property owners would want to participate. The Project has been submitted for funding by the General Obligation Bond. If the project does not clear the G.O. Bond Committee, the funds available will be used to provide water improvements to the area. These improvements will need to be coordinated with the Miami-Dade County Planners that are working on planning and developing the area.</p>	<p>___ Strategic Plan</p> <p>___ Business Plan</p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p>___ Customer Service</p> <p>___ Workforce Dev.</p> <p>___ ECC Project</p> <p>___ Audit Response</p> <p>___ Other _____</p> <p>(Describe)</p>
<p>Begin implementation of a new financial system.</p> <p>Report: Negotiations with the selected integrator/software proposer from the RFP process were cancelled due to a recent federal court ruling which has implications for solicitations that include B/H/WBE measures. The County Manager Office is currently pursuing the BCC approval to start a new procurement process for the software and integrator services.</p>	<p>___ Strategic Plan</p> <p>___ Business Plan</p> <p><input checked="" type="checkbox"/> Budgeted Priorities</p> <p>___ Customer Service</p> <p>___ Workforce Dev.</p> <p>___ ECC Project</p> <p>___ Audit Response</p> <p>___ Other _____</p> <p>(Describe)</p>

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Continue to inspect and rehabilitate gravity sewers to reduce infiltration and inflow.

Report: For the 4th quarter, the TV inspection crews have concentrated their efforts on the Volume Sewer Customer Ordinance and the Comprehensive Lateral Investigation Program.

___ *Strategic Plan*
___ *Business Plan*
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Continue system wide corrosion control plan including sewer main restoration refurbishing structures at the pump stations and various projects at the regional wastewater treatment plants.

Report:

Continue system wide corrosion control plan including sewer main restoration refurbishing structures at the pump stations and various projects at the regional wastewater treatment plants. This fiscal year the Pump Station Division has completed the refurbishment of wetwells in five (5) regional and 49 local pump stations. This calendar year 5 regional and 31 local pump stations were completed to date.

These Projects are ongoing and we will be continuing during the upcoming dry season.

North District: Rehabilitation of 60- inch transmission main into primary clarifier #3
Rehabilitation of 60- inch transmission main into primary clarifier #4
Primary Clarifier #4 Tank Rehab
Secondary Clarifier #11 Tank Rehab

Central District: Plant #1, Concentrator #1, Tank Rehab
Plant #1, Concentrator #3, Tank Rehab
Plant #2 Floating Digester Cover Rehab, #9, #13, and #15

South District: Chlorine Contact Chamber #3 Tank Rehab
Clarifier #3, Tank Rehab

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Improvements at the Central District Wastewater Treatment Plant, including digesters improvements, emergency generators, and sludge holding tanks, gravity sludge thickener improvements, and replacement of plant #2 return activated sludge line, and process improvements.

Report:

Scopes of work for rehabilitation of digester mechanical/electrical equipment were developed. Repair of digester covers continues. Hydraulic evaluation of Plant 2 sludge transfer pumps did not proceed to the higher priorities. The generator footings are revised to show piles. Proposals were submitted by consultants to complete a Biosolids Master Plan. Sludge holding tanks and upgrades to gravity thickeners will be evaluated in the Master Plan study. Arrangements for first tier meeting were made.

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Continue multiyear water program addressing water pumping, treatment, transmission, and distribution capacity required under the Comprehensive Development Master Plan (CDMP).

Report:

The Water Facilities Master Plan has been updated to meet the projected demands to the year 2020. The Plan was approved by the BCC on July 22, 2003, and submitted to FDEP in December 2003 to request SRF low interest loans.

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<p>\$75,000 Funding for the South Florida Resource Center Mobile Irrigation Lab. will be provided by the Water and Sewer Department</p> <p><u>Report:</u> The third quarterly payment in the amount of \$18,750 was made on July 27, 2004.</p>	<p><input type="checkbox"/> <i>Strategic Plan</i> <input type="checkbox"/> <i>Business Plan</i> <input checked="" type="checkbox"/> Budgeted Priorities <input type="checkbox"/> <i>Customer Service</i> <input type="checkbox"/> <i>Workforce Dev.</i> <input type="checkbox"/> <i>ECC Project</i> <input type="checkbox"/> <i>Audit Response</i> <input type="checkbox"/> <i>Other</i> _____ <i>(Describe)</i></p>
<p>Funding for the sewer connection from NW 7th Avenue to 27th Avenue along 183rd Street (\$3 million)</p> <p><u>Report:</u> The construction is underway by FDOT's contractor, with inspection of sewer facilities being provided by MDWASD. Estimated project cost is approximately \$1.5 million.</p>	<p><input type="checkbox"/> <i>Strategic Plan</i> <input type="checkbox"/> <i>Business Plan</i> <input checked="" type="checkbox"/> Budgeted Priorities <input type="checkbox"/> <i>Customer Service</i> <input type="checkbox"/> <i>Workforce Dev.</i> <input type="checkbox"/> <i>ECC Project</i> <input type="checkbox"/> <i>Audit Response</i> <input type="checkbox"/> <i>Other</i> _____ <i>(Describe)</i></p>
<p>Funding for projects along NW 79th Street and along NW 27th Avenue from 54th Street to 135th Street will be obtained from grants and from the Water and Sewer Department</p> <p><u>Report:</u> Projects to be funded were substituted and include sewer system in NW 27 Avenue from 84 to 101 Streets; 48" force main in Sunny Isles; Water and Sewer system in Perrine, and 72" raw water main</p>	<p><input type="checkbox"/> <i>Strategic Plan</i> <input type="checkbox"/> <i>Business Plan</i> <input checked="" type="checkbox"/> Budgeted Priorities <input type="checkbox"/> <i>Customer Service</i> <input type="checkbox"/> <i>Workforce Dev.</i> <input type="checkbox"/> <i>ECC Project</i> <input type="checkbox"/> <i>Audit Response</i> <input type="checkbox"/> <i>Other</i> _____ <i>(Describe)</i></p>

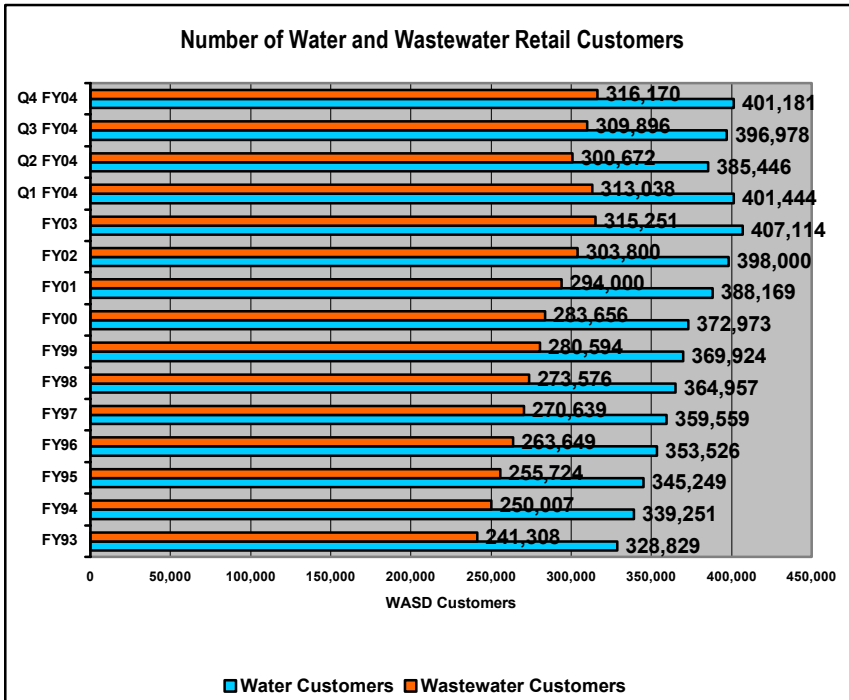
Departmental Quarterly Performance Report

Department Name: Miami-Dade Water and Sewer Department

Reporting Period: FY 03-04, Fourth Quarter

DRAFT

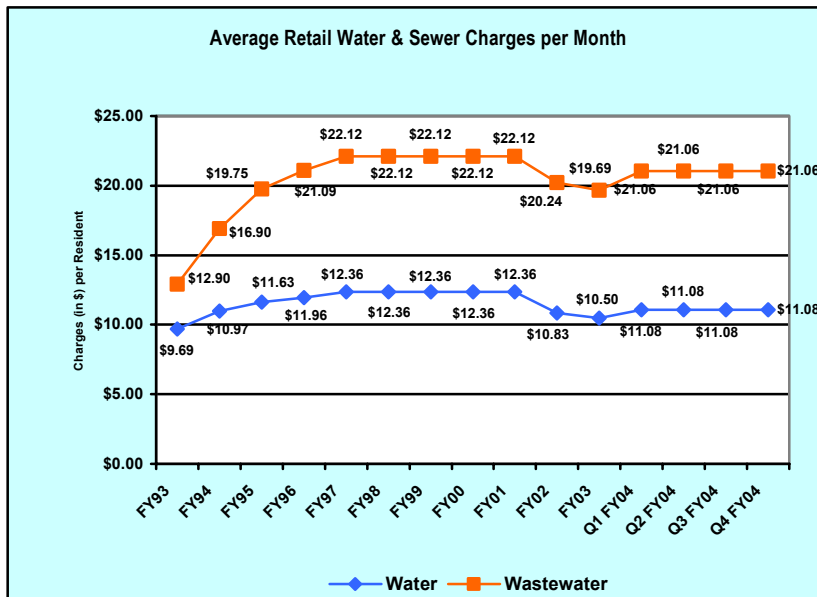
Number of Water and Sewer Customers



☐ Strategic Plan
☐ Business Plan
☐ Budgeted Priorities
☐ Customer Service
☐ Workforce Dev.
☐ ECC Project
☐ Audit Response
☒ Other
 (Describe)

Department Workload Indicator

Average Retail Water and Sewer Charges Per Month



☐ Strategic Plan
☐ Business Plan
☒ Budgeted Priorities
☐ Customer Service
☐ Workforce Dev.
☐ ECC Project
☐ Audit Response
☐ Other
 (Describe)

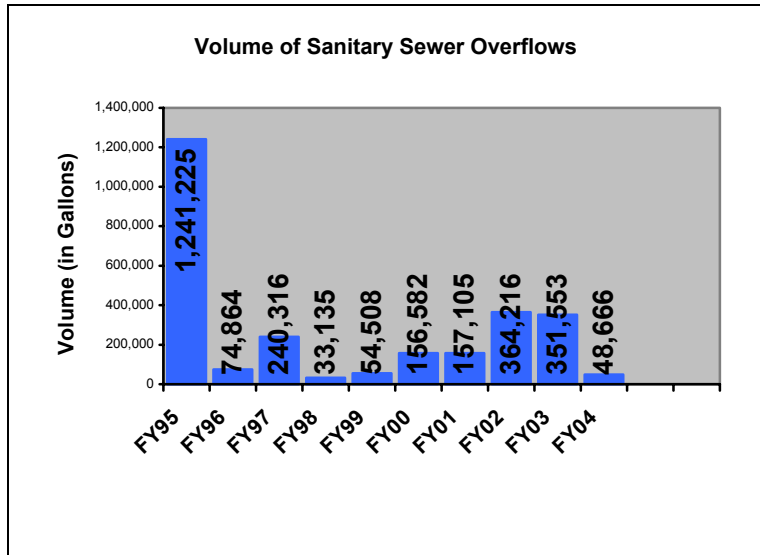
Departmental Quarterly Performance Report

DRAFT

Department Name: Miami-Dade Water and Sewer Department

Reporting Period: FY 03-04, Fourth Quarter

Performance Measure: Volume of Sanitary Sewer Overflows



NOTE: The volume of overflows excludes those caused by severe storms, contractor breaking a pipe or vandalism. The severe storms include Tropical Storm Gordon (FY95), the October 1998 storm, Hurricane Irene (FY00) and the No-name Storm of October 2000 (FY01). Due to complex and interrelated conditions on 6-21-02, Pump Station #2 experienced a spill of more than 300,000 gallons.

☐ Strategic Plan
☐ Business Plan
☐ Budgeted Priorities
☐ Customer Service
☐ Workforce Dev.
☐ ECC Project
☐ Audit Response
☒ Other _____
(Describe)

Department
Performance Measure

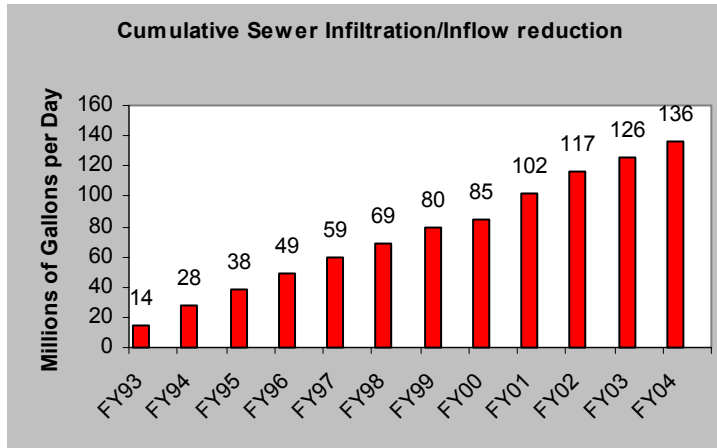
Departmental Quarterly Performance Report

DRAFT

Department Name: Miami-Dade Water and Sewer Department

Reporting Period: FY 03-04, Fourth Quarter

Performance Measure: Infiltration and Inflow reduction



☐ Strategic Plan
☐ Business Plan
☐ Budgeted Priorities
☐ Customer Service
☐ Workforce Dev.
☐ ECC Project
☐ Audit Response
☒ **Other** _____
 (Describe)

**Department
Performance Measure**

Efficiency Program

Report:

This Fiscal Year, 12 new efficiency projects were added and the reported savings for all efficiency projects amounted to \$4,795,177. Employee ideas continue to generate savings and are recognized by the Employee Suggestion Program. The Customer Service Process Improvement Team recommended that WASD create a Customer Service Recognition Program. "The Pebble Causing the Ripple Effect" is being piloted in the Customer Service Division, until staffing is provided.

☐ Strategic Plan
☐ Business Plan
☐ Budgeted Priorities
☐ Customer Service
☐ Workforce Dev.
☒ **ECC Project**
☐ Audit Response
☐ Other _____
 (Describe)

Memorandum of Understanding (MOU) ECC Report # 809 –

Report:

Performance measures and targets were developed in collaboration with OSBM for FY 03-04. A financial target based on the cost per thousands of gallons of water and wastewater was developed in collaboration with OSMB. The MOU was approved by the BCC on July 27, 2004. The financial target and performance measures are being monitored and reported on a quarterly basis. The MOU is being reviewed to determine what changes are required FY 05.

☐ Strategic Plan
☐ Business Plan
☐ Budgeted Priorities
☐ Customer Service
☐ Workforce Dev.
☒ **ECC Project**
☐ Audit Response
☐ Other _____
 (Describe)

Departmental Quarterly Performance Report

DRAFT

Department Name: Miami-Dade Water and Sewer Department

Reporting Period: FY 03-04, Fourth Quarter

Financial Plan

Report:

On September 17, 2003, the Board of County Commissioners approved the County's FY 03-04 proposed budget which included a 6% overall revenue requirement increase for the Miami-Dade Water and Sewer Department. This equates to a 6.5% increase for the average 7,500 gallon combined water and wastewater residential customer's consumption, or an increase of \$1.95 per month.

☐ *Strategic Plan*
☐ *Business Plan*
☐ *Budgeted Priorities*
☐ *Customer Service*
☐ *Workforce Dev.*
☒ ***ECC Project***
☐ *Audit Response*
☐ *Other* _____
(Describe)

Departmental Quarterly Performance Report

DRAFT

Department Name: Miami-Dade Water and Sewer Department

Reporting Period: FY 03-04, Fourth Quarter

PERSONNEL SUMMARY

A. Filled/Vacancy Report

NUMBER OF FULL- TIME POSITIONS *	Filled as of September 30 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions at the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
	2,368	2568	2,408	160	2,416	152	2,433	135	2,437	131

* Public Safety Departments should report the sworn versus non-sworn personnel separately and Departments with significant part-time, temporary or seasonal help should report these separately.

Notes:

B. Key Vacancies

Security positions, customer service overages, other overages.

(0810) Administrative Officer 1	(5712) W&S Office Support Specialist 2
(5702) W&S Clerk 2	(5802) W&S Semi-Skilled Laborer
(5852) Treatment Plant Operator 1	(5940) New Business Representative SPA2
(0832-Overage) Senior professional Engineer	(1051-Overage)
(5719) W&S Secretary	(5904) Customer Service Supervisor 1

C. Turnover Issues

Promotional positions – each time there is a promotion in one tier, it affects the other positions.

(5541) Pipe fitter Supervisor 2	(5861) Lime Production Plant Operator
(5574) W&S Service Technician Supervisor	(5904) Customer Service Supervisor 1
(5748) Customer Service Representative 1	(5940) New Business Representative
(5749) Customer Service Representative 2	(5972) W&S Plant Maintenance Supv.
(5853) Treatment Plant Operator 2	(5974) W&S Mech. Maintenance Supv.

D. Skill/Hiring Issues

- Salary levels for technical staff.
- County-wide hiring freeze since April 25, 2003.

E. Part-time, Temporary and Seasonal Personnel

(Including the number of temporaries long-term with the Department)

- 48 Agency Temporary Employees
- No Part-time employees

F. Other Issues

- Positions on “CK” status (injuries)
- Residency requirement – qualified applicant from bordering County
- Lack of qualified applicants – Wastewater Chief, Customer Service Chief, Security Chief.
- Significant number of workforce will be retiring from the department in the next 3 years. Needs succession plan for entire department

Departmental Quarterly Performance Report

DRAFT

Department Name: Miami-Dade Water and Sewer Department

Reporting Period: FY 03-04, Fourth Quarter

FINANCIAL SUMMARY

	FY 2002-2003 Actual	FY 2003-2004						
		Total Annual Budget	Quarter 4		Year-To-Date			% of Annual Budget
			Budget	Preliminary Actual	Budget	Preliminary Actual	Variance	
Revenues								
Water Revenues	\$154,757,000	\$161,142,000	\$40,285,500	\$46,334,000	\$161,142,000	\$170,091,000	\$8,949,000	106% ¹
Wastewater Revenues	\$207,345,000	\$203,797,000	\$50,949,250	\$58,465,000	\$203,797,000	\$215,481,000	\$11,684,000	106% ¹
Non-Operating Revenues	\$33,213,000	\$11,548,000	\$2,887,000	\$933,000	\$11,548,000	\$10,142,000	(\$1,406,000)	88% ²
Transfers From Other Funds	\$54,445,000	\$23,665,000	\$5,916,250	\$0	\$23,665,000	\$0	(\$23,665,000)	0% ³
Cash Carryover Reserve	\$36,642,000	\$37,686,000	\$0	\$0	\$37,686,000	\$37,686,000	\$0	N/A
Total Revenues	\$486,402,000	\$437,838,000	\$100,038,000	\$105,732,000	\$437,838,000	\$433,400,000	(\$4,438,000)	
Expenditures								
Water Production & Distribution	\$53,536,000	\$53,829,000	\$13,457,250	\$17,632,000	\$53,829,000	\$57,887,000	(\$4,058,000)	108%
Wastewater Collection & Treatment	\$90,531,000	\$89,054,000	\$22,263,500	\$27,034,000	\$89,054,000	\$95,619,000	(\$6,565,000)	107%
Engineering & Construction	\$10,593,000	\$9,121,000	\$2,280,250	\$5,561,000	\$9,121,000	\$13,657,000	(\$4,536,000)	150%
Finance/Customer Service	\$39,296,000	\$45,692,000	\$11,423,000	\$12,288,000	\$45,692,000	\$44,735,000	\$957,000	98%
Administrative/ Departmental Support	\$24,436,000	\$27,550,000	\$6,887,500	\$8,415,000	\$27,550,000	\$25,491,000	\$2,059,000	93%
Sub-Total Expenditures	\$218,392,000	\$225,246,000	\$56,311,500	\$70,930,000	\$225,246,000	\$237,389,000	(\$12,143,000)	105%
Non-Operating Expenditures								
Non-Operating Expenditures	\$0	\$1,920,000	\$480,000	\$2,114,000	\$1,920,000	\$5,813,000	(\$3,893,000)	303% ⁴
2003-04 Cash Req. Per Bond Ordinance	\$37,686,000	\$37,538,000	\$0	\$0	\$37,538,000	\$37,538,000	\$0	N/A
Sub-Total Non-Operating Expenditures	\$37,686,000	\$39,458,000	\$480,000	\$2,114,000	\$39,458,000	\$43,351,000	(\$3,893,000)	
Transfers To Other Funds								
Transfers To Debt Service	\$121,101,000	\$116,247,000	\$29,061,750	\$9,185,000	\$116,247,000	\$108,207,000	\$8,040,000	93% ⁵
Transfers To Capital	\$69,099,000	\$51,171,000	\$12,792,750	\$12,226,000	\$51,171,000	\$48,939,000	\$2,232,000	96%
Transfers To/(From) Other Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Operating Transfers To County General Fund	\$40,124,000	\$5,716,000	\$1,429,000	\$7,910,000	\$5,716,000	\$37,899,000	(\$32,183,000)	663% ⁶
Sub-Total Transfers To Other Funds	\$230,324,000	\$173,134,000	\$43,283,500	\$29,321,000	\$173,134,000	\$195,045,000	(\$21,911,000)	
Total Expenditures	\$486,402,000	\$437,838,000	\$100,075,000	\$102,365,000	\$437,838,000	\$475,785,000	(\$37,947,000)	
Revenues Less Expenditures	\$0	\$0	(\$37,000)	\$3,367,000	\$0	(\$42,385,000)		

EQUITY IN POOLED CASH *

Fund	FY 2002-2003 Actual Fund Balance	Projected at Year-End as of			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Rate Stabilization Fund	\$41,973,000	\$30,295,000	\$26,022,000	\$26,022,000	not available
General Reserve Fund	\$48,734,000	\$39,123,000	\$39,123,000	\$31,409,000	not available
Renewal & Replacement Fund	\$72,853,000	\$62,056,000	\$62,056,000	\$66,556,000	not available
Series 1994 Construction Fund	\$1,197,000	\$667,000	\$667,000	\$667,000	not available
Special Construction Fund	\$11,103,000	\$10,314,000	\$10,314,000	\$10,314,000	not available
Plant Expansion Fund	\$116,399,000	\$108,256,000	\$108,256,000	\$108,256,000	not available
Fire Hydrant Fund	\$4,978,000	\$4,675,000	\$4,675,000	\$4,675,000	not available
Series 1995 Construction Fund	\$54,444,000	\$47,161,000	\$47,161,000	\$47,161,000	not available
Series 1997 Construction Fund	\$156,945,000	\$116,894,000	\$116,894,000	\$116,894,000	not available
Series 1999 Construction Fund	\$113,234,000	\$107,009,000	\$107,009,000	\$107,009,000	not available
Total	\$621,860,000	\$526,450,000	\$522,177,000	\$518,963,000	not available

* Projected Year-End Balances reflect fund balances; not cash balances.

Note: Actual year-end balances not available until flow of funds entry has been estimated.

Comments:

The quarterly expenditure budget is based on 25% of the annual budget (as required by the Miami-Dade County Charter).

Budgeted Water and Wastewater Revenues are shown at 95% of amount reasonably anticipated.

FY 2003-2004 Operating Transfer is shown net of \$28,924,000 Transfer from General Reserve Fund. FY 2003-2004 Operating Transfer is \$34,640,000.

Footnotes for Financial Summary

- 1- Budgeted Water and Wastewater Revenues are shown at 95% of amount reasonably anticipated.
- 2- Variation of Non-Operating Revenues due to lower earnings resulting from lower fund balances and lower than anticipated interest rates.
- 3- Department Transfers from/to Other Funds do not occur until the flow of funds entry has been processed.
- 4- Variation of Non-Operating Expenditures primarily due to changes in non-cash items (payables, receivables and inventory).
- 5- Variation of Transfers to Debt Service due to "up-front" interest payment from AIG Matched Funding based on the investment agreement entered into October 2003; 2004 Bond Issue that was included in the budget and did not occur; and greater than anticipated savings from the Rice Financial product SWAP.
- 6- Variation of Operating Transfers to County General Fund due to FY 2003-2004 Operating Transfer is shown net of \$28,924,000 Transfer from General Reserve Fund.

Departmental Quarterly Performance Report

DRAFT

Department Name: Miami-Dade Water and Sewer Department

Reporting Period: FY 03-04, Fourth Quarter

STATEMENT OF PROJECTION AND OUTLOOK

The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:

As reflected in the footnotes, the negative variance for Transfers from Other Funds is because the transfers do not occur until the flow of funds entry has been processed. The negative variance for operating transfers to County General Fund is due to FY 2003-2004 being shown net of \$28,924,000 transfer from General Reserve Fund as required by OSMB. Therefore, the Financial Summary reflects a \$42,385,000 negative balance.

DEPARTMENT DIRECTOR REVIEW

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.

Signature
Department Director

Date _____